

ANNEX    A

**Introduction to Overseas Effectiveness**

This course is intended for professional employees who have received or who are about to receive their first overseas assignment. It is designed to prepare the individual for working and living with foreigners and for working and living in foreign countries. It is not intended as a substitute for language and area studies but as a supplement to such studies. It is intended to develop and enlarge the individual's understanding of himself as a human individual and as a member of a social group, to introduce him to the basic concepts of behavior, to give him a clearer knowledge of the problems of communication, and to present to him the experiences of those who have lived and worked abroad. The basic rationale of the course is that it forms a significant part of an employee's professional development in that it is designed to sharpen and improve his ability to understand, interpret and utilize men and women of a foreign society for the more effective discharge of his Agency responsibilities.

The course will run full-time for two weeks. It will be open to those in grade GS-9 and above. The first offering of the course will begin on Monday, 14 September, 1959. Registration for the course will close Friday, 3 September. All registrants will be interviewed by the principal instructor, Dr.

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## Introduction to Overseas Effectiveness

### Course Outline

(10 minute breaks at end of each session)

#### I. Introduction

1st day. Introduction to the Course.

- 0900-1000 Objectives and methods of the course; Agency and NSC policy on preparation for duty overseas. (lecture and discussion)
- 1000-1200 Introduction to the nature of the problem. A panel of three Agency persons with experience in different areas abroad thus compare their observations on the necessary characteristics for overseas effectiveness and the major factors in developing them.
- 1200-1300 Lunch.
- 1300-1400 Class organized into groups by geographical-cultural areas, where possible the group will be related to the individual's prospective assignment. Assignment of area groups' project "Developing Knowledge and Skills for overseas effectiveness in X area", to be presented in 10th day "conclusions". Introduction to research materials.
- 1400-1500 Area groups meet to organize their respective project assignments.
- 1500-1600 Individual study and consultation.
- 1600-1630 Summary (entire class).

#### II. Basic Concepts from the Behavioral Sciences.

- 2nd day. Bio-cultural factors in understanding ourselves and other-culture persons.
- 0900-1000 The family of man; historical sketch of racial and ethnic groups; their geographical distributions, physical and major ethnographic characteristics. (lecture)
- 1000-1100 Individual study and consultation.
- 1100-1200 Area groups meet to discuss application of historical aspects of bio-cultural concepts and methods to their respective project assignments.

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1200-1300 Lunch.

1300-1400 Culture, society and the individual; basic factors in human motivation and behavior; values, customs, national character; methods for determining cultural differences. (lecture)

1400-1500 Individual study and consultation.

1500-1600 Area groups meet to discuss scientific aspects of bio-cultural concepts and methods to their respective project assignments.

1600-1630 Summary (entire class).

3rd day. The Structure and Function of Society.

0900-1000 Social institutions - the statics of society: social classes and castes; political and economic institutions; role and status; ethnic groups and the problem of self-identification. (lecture)

1000-1100 Individual study and consultation.

1100-1200 Area groups meet to discuss the application of concepts and method on the statics of society to their respective project assignments.

1200-1300 Lunch.

1300-1400 Functionings and interactions of societies - the dynamics of society: functional adaptations of societies to physiographic, intra-societal and outside forces; culture change and social dynamics; society and the supernatural. (lecture)

1400-1500 Individual study and consultation.

1500-1600 Area groups meet to discuss the application of concepts and methods on the dynamics of society to their respective project assignments.

1600-1630 Summary (entire class).

4th day. Social Communication.

0900-1000 Basic concepts of the science of language: the relationship of language, thought and behavior; the silent language. (lecture)

1000-1100 Individual study and consultation.

1100-1200 Area groups meet to discuss the application of the basic concepts of social communication to their respective project assignments.

1200-1300 Lunch

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1300-1400 Approaches to the practical problems of interpersonal and mass communications encountered by Agency personnel in dealing with other-culture persons and groups. (lecture)

1400-1500 Individual study and consultation.

1500-1600 Area groups meet to discuss the application of practical approaches to communication problems to their respective project assignments.

1600-1630 Summary (entire class).

5th day. Psychological and Psychosomatic Aspects of Overseas Effectiveness.

0900-1200 Psychological problems in adjusting to new behavior patterns and perspectives overseas; consequences of lack of adjustment in disorders and ineffectiveness; "culture shock". The principles behind the problems of adjustment: the learning process; factors in the development of individual behavior patterns, drives, cues, responses, and perspectives. (lecture and demonstrations)

1200-1300 Lunch.

1300-1400 Area groups discuss specific psychological and psychosomatic problems relating to personal adjustment in their respective areas.

1400-1600 Area groups have situational exercises in learning new behavior that is effective in the societies of their areas: "cultured" behavior as defined by the foreign society; the specific techniques for winning friends and influencing foreign nationals. Analysis of problems.

1600-1630 Summary (entire class).

### III. Techniques for Overseas Effectiveness

6th day. Developing personal potential for dealing with overseas problems.

0900-1000 Developing cultural empathy potential for understanding other cultures and their peoples. (lecture and discussion)

1000-1100 Developing sense of politics and organizational abilities for successfully dealing with other-culture persons overseas. (lecture and discussion)

1100-1200 The factors in developing personal resourcefulness for dealing with problems of overseas living and working: personal ingenuity, confidence, frustration, tolerance and relief, sense of humor, interest, and dedication. (lecture and discussion)

1200-1300 Lunch.

1300-1400 Area group discussions of specific applications of personal potential principles to problems of effectiveness in their areas.

1400-1600 Area groups have situational exercises in developing personal potential within their respective areas.

1600-1630 Summary (entire class).

7th day. Case data from experiences of Americans returned from abroad.

0900-1200 A panel of non-governmental Americans returned from overseas: missionaries; foreign correspondents; businessmen. They compare and contrast their experiences in developing personal effectiveness.  
(panel and discussions)

1200-1300 Lunch.

1300-1600 Area group discussions and exercises in answering the foreign critics of the United States and the Americans as encountered in their specific areas: combatting the stereotyped image of the "American"; explaining the American way of life and United States' domestic and foreign policies in terms understandable to the foreign national in the respective areas under study.

1600-1630 Summary (entire class).

8th day. Overseas Effectiveness and the Agency.

0900-1200 Cultural and Personal Factors in Agency Activity Overseas I

(Panel of Agency personnel with overseas experience, representing all types of Agency activity)

A panel presentation and group discussion of individual interpersonal relationships in Agency work overseas. This session deals with the person-to-person problem, including both operational and support situations.

1200-1300 Lunch.

1300-1600 Cultural and Personal Factors in Agency Activity Overseas II

(Panel of Agency personnel with overseas experience, representing all types of Agency activity)

A panel presentation and group discussion of intergroup relationships in Agency work overseas. This session deals with the problem of working with and utilizing groups, organizations, etc.

1600-1630 Summary (entire class).

9th day. The effective American family overseas.

0900-1200 A panel made up of wives of employees who have served overseas in different areas. They discuss their analyses of the operational problems and roles of the family in developing effectiveness, and the nature and degree of orientation needed for dependents prior to departure and on station. (panel and discussion)

1200-1300 Lunch.

1300-1630 Area groups prepare materials for presentation on 10th day. Final studies and consultations.

#### IV. Conclusions

10th day. Conclusions.

0900-1200 Area groups present their conclusions on "Developing Knowledge and Skills for overseas effectiveness in X areas".

1200-1300 Lunch.

1300-1630 Summary of the course.